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A SYSTEMATIC LITERATURE REVIEW ON THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY AWARENESS ON EMPLOYEES' GREEN BEHAVIOR IN THE HOSPITALITY INDUSTRY

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ARTICLE INFO	ABSTRACT
	This study examines the relationship between corporate social responsibility (CSR) awareness and employee green behavior (EGB) in the hospitality industry. Although corporate social responsibility is widely regarded as a driver of sustainability, its specific influence on employees' green actions remains underexplored, especially in developing contexts such as Vietnam. Using the PRISMA systematic review method, 34 peer-reviewed studies were analyzed to synthesize existing evidence and propose an integrated conceptual model. Findings indicate that corporate social responsibility awareness affects employee green behavior both directly and indirectly through organizational trust (OT) and organizational reputation (OR). The review also emphasizes the distinction between compulsory and voluntary green behaviors, which clarifies employees' intrinsic motivations. The study contributes theoretically by linking corporate social responsibility awareness, organizational trust, and OR to employee green behavior in a unified framework, and practically by guiding hospitality firms in Vietnam to design corporate social responsibility strategies that foster sustainable employee behavior.

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1. Introduction

Corporate social responsibility (CSR) has become a critical element of business strategy under the pressures of globalization and sustainable development. Issues such as climate change, resource scarcity, and environmental degradation are no longer distant threats but realities that directly affect socio-economic systems and corporate operations worldwide. In service-based sectors such as hospitality, which rely heavily on natural resources, the integration of corporate social responsibility is particularly urgent to mitigate environmental impacts while ensuring long-term competitiveness. At the same time, the rapid growth of the hospitality industry generates significant challenges, including waste generation, pollution, and overexploitation of resources. This is especially evident in Da Lat, a tourism destination with a highly sensitive ecosystem, where rising visitor numbers have intensified pressures on the environment. In this context, promoting employee green behavior (EGB) has emerged as a strategic solution to strengthen sustainable practices within organizations (Kim et al., 2021; Ones & Dilchert, 2013). employee green behavior, as a manifestation of organizational green culture, can influence not only the company's environmental footprint but also its public image and community engagement (Dumont et al., 2017). Despite its importance, the spread of green behavior among employees cannot be achieved solely through external regulations or policies. Research shows that internal factors such as corporate social responsibility awareness, organizational trust (OT), and organizational reputation (OR) play decisive roles in shaping employees' motivation for sustainable behavior (De Roeck & Farooq, 2018). Now, existing studies on corporate social responsibility in hospitality remain fragmented. Most focus on corporate social responsibility in developed countries or other industries, leaving limited insights into how corporate social responsibility awareness influences employee green behavior in the hospitality sector of developing countries like Vietnam. Moreover, prior research rarely distinguishes between compulsory green behaviors (required by organizational policy) and voluntary green behaviors (driven by intrinsic motivation), which is critical for understanding long-term sustainability outcomes. The research gap is a lack of integrated models that explain the mechanisms through which corporate social responsibility awareness drives employee green behavior, particularly through mediating organizational factors such as organizational trust and OR. Furthermore, there is little empirical evidence from developing contexts such as Vietnam, where hospitality enterprises both rely on and directly impact fragile ecosystems like that of Da Lat.

This study seeks to:

1. Systematically review the literature on corporate social responsibility awareness and employee green behavior in the hospitality industry using the PRISMA framework.

2. Examine the mediating roles of organizational trust (OT) and organizational reputation (OR) in the corporate social responsibility–employee green behavior relationship.

3. Propose an integrated conceptual model that distinguishes between compulsory and voluntary green behaviors.

4. Provide theoretical and practical implications for developing effective corporate social responsibility strategies to promote sustainable employee practices in Vietnam's hospitality sector.

2. Theoretical basis

2.1. Corporate social responsibility and corporate social responsibility awareness

Corporate social responsibility (CSR) refers to organizational practices that extend

beyond profit maximization to encompass responsibilities toward stakeholders and society at large. Turker (2009) defines corporate social responsibility as business behavior designed to positively impact stakeholders by considering environmental, social, and ethical consequences. Similarly, El Akremi et al. (2018) conceptualize corporate social responsibility as an assurance that organizations contribute to sustainable development by collaborating with employees and local communities to improve quality of life. Carroll's (2016) four-dimensional model further clarifies corporate social responsibility responsibilities as economic, legal, ethical, and philanthropic, emphasizing the balance between profitability, compliance, moral obligations, and voluntary contributions. Collectively, these definitions highlight that corporate social responsibility is not a peripheral activity but a strategic commitment that shapes stakeholder perceptions, employee attitudes, and organizational identity.

The Pyramid model of social responsibility of (Carroll, 2016) shown as Figure 1 below:

Figure 1. Corporate Social Responsibility Pyramid Model

Source: Caroll, 2016

Perceptions of corporate social responsibility (PCSR) represent the assessment by stakeholders—including customers, investors, employees, and communities—of the extent to which a business fulfills its commitment to social responsibility. Awareness of corporate social responsibility is the level of consumer evaluation of corporate social responsibility activities, whether they think those activities demonstrate the business's concern for the environment, the community, and whether those activities are worth doing or not (Phan et al. 2014). Another study by Park et al. (2014) suggested that hotel employees' perceptions of corporate social responsibility activities include community, colleagues and customers. Furthermore, their perceptions of corporate social responsibility activities positively and significantly influence the extent to which. When employees believe that the hotel implements corporate social responsibility sincerely and effectively, they feel more "belonging" to the organization. This promotes positive behaviors such as dedication and commitment to helping the business achieve its goals.

2.2. Organizational trust (OT)

Organizational trust is a critical mechanism linking corporate social responsibility initiatives to employee outcomes. Trust is defined as

employees' confidence in organizational competence and their willingness to rely on leadership and institutional practices (Mayer et al., 1995; Rousseau et al., 1998). When employees perceive corporate social responsibility as genuine, they are more likely to develop trust, believing that the organization operates with fairness, transparency, and ethical responsibility (Farooq et al., 2014). Hansen et al. (2011) found that such trust reduces turnover intentions and strengthens employee–organization relationships. Within the proposed framework, organizational trust mediates the link between corporate social responsibility and behavioral outcomes by transforming corporate social responsibility perceptions into a psychological climate of fairness and reliability.

2.3. Organizational reputation (OR)

Organizational reputation (OR) is the collective evaluation by stakeholders regarding an organization's ability to create long-term value (Lange et al., 2011). Reputation develops through consistent organizational actions and communication signals (Spence, 1973; Gotsi & Wilson, 2001). In the context of corporate social responsibility, a positive reputation enhances employee pride, organizational identification, and willingness to engage in pro-environmental behaviors (Helm, 2013; Kim, 2022). Ashforth and Mael (1989) emphasize that employees derive self-esteem from affiliation with reputable organizations, and a positive reputation reinforces loyalty and sustainable engagement. In the conceptual model, OR operates as a second mediating factor, translating corporate social responsibility commitments into shared social meaning and identity that motivate employees toward green practices.

2.4. Employee Green Behavior (EGB)

Employee green behavior (EGB) encompasses intentional actions that reduce negative environmental impacts in the workplace (Ones & Dilchert, 2013). These include task-related behaviors such as conserving energy and complying with environmental regulations, as well as voluntary behaviors such as initiating sustainability projects or advocating eco-friendly practices (Kim et al., 2017; Dumont et al., 2017). The distinction between compulsory and voluntary green behaviors is important: compulsory actions reflect organizational enforcement, while voluntary actions reflect employees' intrinsic motivation and commitment. Prior studies suggest that voluntary green behaviors are more sustainable, as they stem from internalized values and organizational identification (Ahmed et al., 2020). In the proposed framework, employee green behavior is the ultimate outcome variable, shaped directly by corporate social responsibility awareness and indirectly through organizational trust and OR.

3. Research method

3.1. Systematic literature review method

To establish a rigorous theoretical basis for this study, a systematic literature review was undertaken to synthesize prior research on the relationship between corporate social responsibility (CSR), organizational trust (OT), organizational reputation (OR), and employee green behavior (EGB). The review process adhered to the PRISMA 2020 guidelines (Page et al., 2021), which are widely recognized for enhancing transparency and reliability in systematic reviews. By applying this structured framework, the study ensures methodological rigor in identifying, screening, and synthesizing relevant sources. The search strategy was designed to be comprehensive and replicable. Two leading academic databases, Scopus and Web of Science, were selected as the primary sources because of their extensive coverage of peer-reviewed publications in management, sustainability, and hospitality studies. To

capture additional literature not indexed in these databases, supplementary searches were conducted on Google Scholar and ResearchGate. The keywords used in the search were carefully selected to reflect the scope of the study and included the following terms and combinations: *"corporate social responsibility" OR "corporate social responsibility"*, *"organizational trust" OR "organizational trust"*, *"organizational reputation" OR "OR"*, and *"employee green behavior" OR "employee green behavior"*. Boolean operators (AND/OR) applied to maximize search flexibility. The search was performed across article titles, abstracts, and keywords. The review primarily focused on publications from 2014 to 2024, ensuring relevance to contemporary debates, while also retaining earlier seminal contributions essential for theoretical grounding. To capture regional insights, particularly within the Vietnamese context, both English and Vietnamese publications were considered. The selection of studies followed a set of predetermined inclusion and exclusion criteria. Inclusion criteria required that studies (1) be published in peer-reviewed journals or recognized conference proceedings, (2) explicitly address corporate social responsibility and its relationship with employee outcomes, particularly green behavior, (3) incorporate organizational trust and/or OR either as mediating or moderating variables, and (4) provide empirical or conceptual contributions relevant to the hospitality and service industries. The review process proceeded in four distinct stages. First, identification generated 209 records through database searches. Second, during the deduplication phase, 50 duplicate records were removed, resulting in 159 unique studies. Third, screening involved a review of titles and abstracts, which led to the exclusion of 94 studies that were not directly relevant, leaving 65 studies for full-text evaluation. Finally, in the eligibility phase, the remaining studies were assessed using the evaluative framework proposed by Boote and Beile (2005). This framework emphasizes five dimensions: comprehensiveness, synthesis, methodological rigor, theoretical significance, and interpretive clarity. Based on these criteria, 31 studies were excluded because they lacked empirical grounding, theoretical contribution, or methodological clarity.At the conclusion of the process, 34 studies met all inclusion criteria and were retained for detailed content analysis. These studies form the foundation for the development of the proposed conceptual model, which links corporate social responsibility awareness to employee green behavior through the mediating roles of organizational trust and organizational reputation. The systematic application of the PRISMA framework not only ensured methodological transparency but also reinforced the robustness of the review by integrating high-quality and thematically relevant research into the analysis.

The PRISMA flow process identified the documents. The study is shown below:
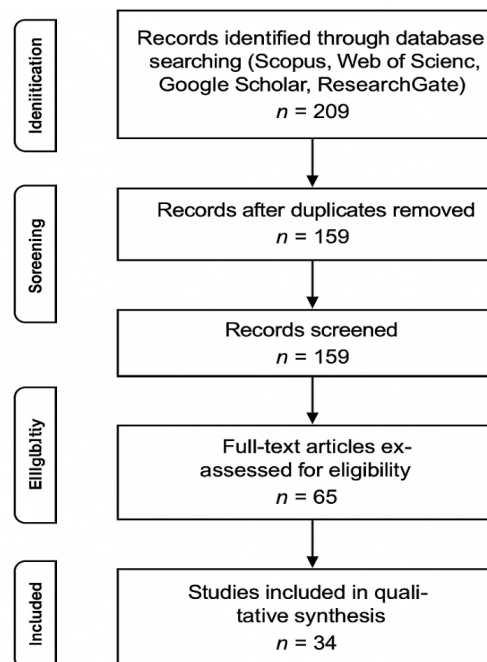
Figure 2. PRISMA flow diagram of the study selection process and citation analysis

3.2. Method research internal content

In this stage, the author focuses on in-depth research of selected documents. After reading and carefully analyzing the content of the documents, the author will identify gaps in previous studies, thereby forming and building appropriate research hypotheses. The main goal is to synthesize key concepts and build hypotheses into a systematic theoretical framework. To construct concepts related to the research of the topic, the Author uses a conceptual exploration framework which is the product of a qualitative theorizing process. Through the construction of the conceptual framework, (Jabareen, 2009) cognitive factors corporate social responsibility, organizational trust, OR and employee green behavior are related to each other, thus not only clarifying the respective phenomena of each factor but also supporting each other and establishing a specific research conceptual framework.

4. Research results

The review of 34 studies shows that corporate social responsibility (CSR) awareness positively affects employee green behavior (EGB), both directly and indirectly through organizational trust (OT) and organizational reputation (OR). Employees who perceive corporate social responsibility as genuine are more likely to trust their organization and engage in sustainable practices voluntarily rather than by enforcement.

4.1. Factors affecting employee green behavior

Recent studies have primarily examined the individual effects of organizational trust (OT) and organizational reputation (OR) on employee green behavior (EGB). While this approach clarifies the role of each factor, it often overlooks their combined influence on perceived of corporate social responsibility (PCSR). Organizational trust consistently emerges as a key driver of employee green behavior, encompassing voluntary actions such as energy saving, recycling, and participation in environmental protection activities (Farooq et al., 2014). Evidence shows that employees with higher trust in their organization are more willing to engage in green initiatives. Three elements

underpin this relationship: trust in leadership, fairness and transparency, and organizational ethics. When leaders demonstrate competence and genuine commitment to environmental protection, employees feel secure and intrinsically motivated to support sustainability programs (Yang et al., 2022; Farooq et al., 2014). Perceived fairness in communication and resource allocation strengthens employees' confidence in management and their identification with organizational goals (Mayer et al., 1995; Rousseau et al., 1998). Ethical and socially responsible behavior by the organization reinforces loyalty and moral engagement in green practices (Ahmad et al., 2020). Across the literature, organizational trust functions as both a mediating and moderating variable in the relationship between corporate social responsibility and employee green behavior. Studies by Su and Swanson (2019), AlSuwaidi et al. (2021), and Wang and Hu (2025) highlight its mediating role, showing that trust transforms corporate social responsibility perception into proactive environmental conduct. Paillé et al. (2019) identify organizational trust as a moderating factor, influencing the strength of the corporate social responsibility–employee green behavior link depending on organizational climate. Overall, organizational trust acts as the psychological bridge that converts corporate social responsibility awareness into voluntary, consistent green behavior. When trust is established through transparent leadership and ethical governance, employees perceive environmental responsibility as both credible and personally meaningful.

Table 1. Presents an overview of the literature on the impact of organizational trust on employee green behavior

STT	Content	Interpretation
1	Direction of impact	organizational trust has a positive impact on employee green behavior. Employees with high trust in the organization are more likely to voluntarily participate in green activities (Su el al., 2019; Lee et al., 2012).
2	organizational trust Approach	organizational trust is approached from many perspectives such as general organizational trust, organizational identification, fairness, and social responsibility (Lee et al., 2012; Su el al., 2019).
3	Scope of research	The studies are applied in many fields: hotel (China, UAE), food service (Korea), food industry (Iran), e-commerce (China).
4	Popular research models	Using SEM, PLS-SEM, mediation and mediation–moderation models (Su el al. 2019; Wang el al., 2025).
5	Case study method	Popular quantitative methods: employee survey, mediation analysis, using AMOS, SmartPLS tools (Lee et al., 2012; Su el al., 2019).
6	Data analysis methods	Mainly using SEM, PLS-SEM to test the corporate social responsibility – organizational trust–employee green behavior relationship in multidisciplinary studies (Wang & Hu, 2025).
7	On the relationship between organizational trust and employee green behavior	organizational trust affects employee green behavior through mediating variables such as job satisfaction, well-being, organizational commitment (Lee et al., 2012; Su & Swanson; AlSuwaidi el al., 2021).
8	Key findings	organizational trust is the bridge between corporate social responsibility and green behavior. Organizational trust increases green motivation, loyalty, and performance (Lee et al., 2012; Su el al., 2019).

4.2. Organizational Reputation and Employee Green Behavior

Organizational reputation (OR) is an intangible strategic asset that significantly shapes employee attitudes and behavior. A strong reputation enhances employee pride and motivates voluntary participation in environmental initiatives (Helm, 2012). Research consistently shows that firms recognized for ethical and environmental responsibility cultivate stronger employee identification and engagement in green practices (Gotsi & Wilson, 2001; Lange et al., 2011). OR functions not only as an external signal of credibility but also as an internal behavioral guide. Employees who perceive their organization as reputable tend to align their actions with its environmental values, viewing sustainability as part of their professional identity (Walker, 2010; Huffman & Klein, 2013). This internalization transforms environmental policies into daily habits, reinforcing a green organizational culture. Lange et al. (2011) conceptualized OR through three dimensions, being known, being known for something, and generalized favorability, each relevant to sustainability communication. When an organization is known for responsible environmental behavior, employees feel morally obliged to uphold that image through actions such as energy conservation, resource reuse, and environmental advocacy. Recent studies further confirm OR's mediating and moderating roles in the corporate social responsibility–employee green behavior relationship. Merlin and Chen (2022) found that Green Human Resource Management (GHRM) practices enhance organizational reputation, which in turn increases employees' commitment and environmental behavior. corporate social responsibility initiatives thus influence employee green behavior most effectively when they strengthen organizational reputation and signal long-term environmental commitment. Finally, OR reinforces corporate social responsibility's impact by transforming external credibility into internal motivation. Employees' pride in a reputable organization leads to sustained voluntary green behavior, while personal environmental orientation can further strengthen this link.

Table 2. Overview of literature on the impact of OR on employee green behavior

Status	Content	Interpretation
1	Direction of impact	OR has a positive and significant impact on employee green behavior through mediating factors such as pride, personal values and environmental commitment (Helm, 2012). OR has a positive impact on employee green behavior. Employees tend to behave environmentally friendly when the organization has a good reputation for corporate social responsibility and sustainable development (Lange et al., 2011; Walker, 2010).
2	Approach employee green behavior	Studies often use quantitative methods with Structural Equation Modeling (SEM) to examine the impact of OR on employee green behavior (Helm, 2010). Green behavior is approached as voluntary, non-compulsory behavior, stemming from internal commitment and identification with the organization (Huffman & Klein, 2013).
3	Scope of research	The study focuses primarily on the service, manufacturing, high-tech and retail sectors in the US, Germany, UK, Israel and Spain.

Status	Content	Interpretation
4	Popular research models	Research models often focus on examining the mediating role of pride, personal values, and environmental commitment, as well as the moderating role of OR in the relationship between corporate social responsibility and green behavior (Helm, 2012).
5	Case study method	Quantitative methods are dominant, using surveys using tools such as SEM, PLS-SEM and AMOS with samples of 200 to 500 employees in different industries (Helm, 2012). Using quantitative methods with employee survey questionnaires, measuring organizational reputation, commitment and green behavior (Walker, 2010; Huffman & Klein, 2013).
6	Data analysis methods	Mainly using SEM, PLS-SEM, and AMOS analysis tools to test the causal relationships and mediating and moderating roles between research variables (Helm, 2010).
7	On the relationship between OR and employee green behavior	OR helps build employee trust and loyalty, thereby promoting voluntary green behavior. At the same time, a good reputation also increases employees' intrinsic motivation to perform environmentally friendly behaviors (Helm, 2012) OR is a mediator that helps strengthen trust and promote green behavior. Employees feel proud, identify with organizations that have a positive reputation, and behave pro-environmentally (Gotsi & Wilson, 2001; Lange et al., 2011).
8	Key findings	OR not only has a direct impact on green behavior but also plays a mediating and moderating role in the relationship between corporate social responsibility and green behavior (Merlin & Chen, 2022).

4.3. Corporate social responsibility awareness and employee green behavior

Perceived corporate social responsibility (PCSR) not only enhances a company's external image but also directly influences employees' green behavior (EGB). employee green behavior encompasses voluntary actions such as energy conservation, waste reduction, and recycling that minimize environmental impact (Kim et al., 2014). Corporate social responsibility awareness fosters employees' intrinsic motivation by strengthening their sense of pride and organizational identification. When employees perceive corporate social responsibility as authentic and aligned with ethical values, they feel more valued and are more willing to contribute to sustainability goals (Su & Swanson, 2019; Zhang et al., 2022). This perception translates into voluntary environmental engagement beyond formal job requirements. Moreover, corporate social responsibility influences employee green behavior indirectly through mediating mechanisms such as intrinsic motivation, organizational identification, and moral pride. Ahmed et al. (2020) further demonstrated that corporate social responsibility can moderate the relationship between environmental commitment and green behavior, reinforcing a supportive climate for sustainable practices. In summary, corporate social responsibility awareness operates as both a direct and indirect catalyst of employee green behavior. By cultivating psychological ownership and environmental responsibility, corporate social responsibility initiatives transform employees from policy followers into proactive agents of organizational sustainability.

Table 3. Overview of research literature on the impact of corporate social responsibility to employee green behavior

Status	Content	Interpretation
1	Direction of impact	corporate social responsibility has a significant positive impact on employee green behavior through mediating factors such as pride, organizational identification, and intrinsic motivation (Su et al., 2019; Zhang et al., 2022). At the same time, corporate social responsibility also moderates the relationship between environmental commitment and green behavior (Ahmed et al., 2020).
2	Approach	Studies using quantitative methods with Structural Equation Modeling (SEM) model to examine the impact of corporate social responsibility on employee green behavior (Su et al., 2019; Zhang et al., 2022).
3	Scope of research	Studies have focused mainly on the hotel and tourism industry in countries such as China, South Korea, Pakistan, UAE, and Spain (Su et al., 2019; Zhang et al., 2022).
4	Popular research models	Research models examine the mediating role of organizational identification, intrinsic motivation, and green motivation, as well as the moderating role of corporate social responsibility in the relationship between environmental commitment and green behavior (Zhang et al., 2022; Ahmed et al. (2020).
5	Case study method	Quantitative method, using survey using SEM, PLS-SEM tools with a sample of 300 to 600 employees in the hotel and tourism industry (Su et al., 2019;
6	Data analysis methods	Mainly using SEM and PLS-SEM analysis tools to examine the causal relationships and mediating and moderating roles between research variables (Zhang et al. 2022; Ahmed et al. 2020).
7	The Relationship Between corporate social responsibility Perception and employee green behavior	corporate social responsibility awareness helps build employee trust and intrinsic motivation, thereby promoting voluntary green behavior. Corporate social responsibility also increases employees' intrinsic motivation to engage in environmentally friendly behavior (Su et al. 2019; Zhang et al. 2022).
8	Key findings	corporate social responsibility not only has a direct impact on green behavior but also plays a mediating and moderating role in the relationship between environmental commitment and green behavior (Zhang et al., 2022; Ahmed et al. 2020).

In the process of reviewing the literature, it can be seen that previous studies provide important theoretical and practical insights that contribute to clarifying the role factors of organizational trust, OR and corporate social responsibility on employee green behavior. However, some issues and research gaps need to be considered and clarified, specifically: First, the mediating role of organizational trust has not been fully exploited: Although organizational trust has been identified as a potential mediating variable between perceptions of corporate social responsibility and employee green behavior (Farooq et al. 2014; Su & Swanson, 2019), most

studies have only stopped at direct effect models or examined individual steps, have not fully analyzed the overall mediating mechanism, and have not attached the simultaneous role of OR. Second, there is a lack of research on the chain effects and spillover effects between PCSR – OT – OR – EGB: Current studies (e.g. Helm, 2012) often consider single pair relationships such as PCSR → OT or OR → EGB without mentioning the spillover effects in the multidimensional interaction chain. The lack of assessment of the chain of indirect effects makes the real influence mechanism of corporate social responsibility on green behavior not yet fully clarified. Third, limitations in research context: Previous studies were mainly conducted in developed countries or modern manufacturing and service industries (Su & Swanson, 2019; Farooq et al. 2014), there have not been many studies applied in the context of hospitality industry - a field that has direct interaction with the environment and local communities, especially in developing countries like Viet Nam. Fourth, there is a lack of specific classification of green behavior: Most of the literature still considers employee green behavior as a single representative, without clearly distinguishing between task-based green behavior and voluntary green behavior. Meanwhile, voluntary behavior reflects internal strength, organizational commitment, and more sustainable green values (Kim et al., 2017; Z. Ahmed et al. 2020). Therefore, this study proposes an integrated theoretical model of PCSR – OT – OR – EGB to examine: (1) the direct impact of perceptions corporate social responsibility on employee green behavior, (2) the mediating role of OT and OR, and (3) the spillover effect of the chain of impacts from PCSR → OT → OR → EGB. At the same time, the model will consider green behavior from two perspectives (compulsory and voluntary) to clarify the intrinsic motivational mechanism from organizational cognitive factors. The results of the study will help to complete the multivariate corporate social responsibility theoretical framework and provide a practical basis for businesses in hospitality industry in Vietnam in building a green and sustainable development strategy based on people.In the Vietnamese context, hotels such as Dalat Palace, Terracotta Resort, and TTC Premium have adopted green corporate social responsibility practices by replacing plastic amenities with biodegradable materials, installing smart energy systems, and organizing joint staff–community cleanup programs around Xuan Huong Lake. These activities transform corporate social responsibility from symbolic commitments into daily operational behavior and reinforce employees' sense of ownership in sustainability efforts. Together, these examples confirm that effective corporate social responsibility requires not only top-down policy but also employee participation and recognition. When corporate social responsibility practices are transparent, measurable, and locally relevant, employees internalize sustainability values, resulting in voluntary, enduring green behavior that supports both environmental and organizational performance.
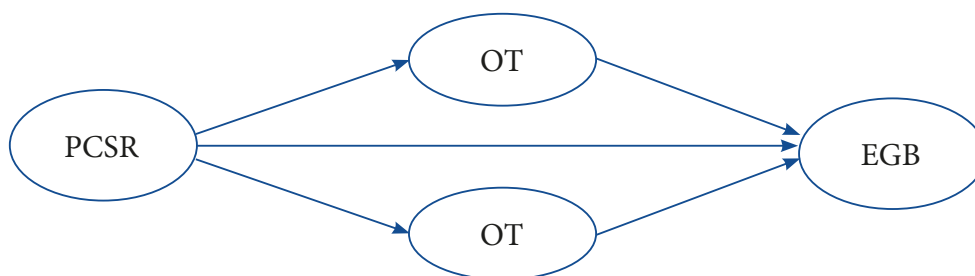

Figure 3. Conceptual Model: PCSR, OT, OR, and EGB

5. Conclusion

In the context of hospitality industry in Vietnam being under increasing pressure from sustainable development requirements, this study has provided a comprehensive approach to explain the impact mechanism of corporate social responsibility (PCSR) awareness on employee green behavior (EGB), through the mediating role of organizational trust (OT) and organizational reputation (OR). Through a systematic review of research documents and in-depth content analysis, the results show that corporate social responsibility is not only a communication tool but also a strategic mechanism to help businesses shape their internal green culture, through arousing employees' trust and pride in their organizational reputation. This study contributes to the literature by proposing an integrated model of the chain of factors from perceptions of corporate social responsibility to employee green behavior, while clearly distinguishing between compulsory green behavior and voluntary green behavior – something that has not been clarified in previous studies. Highlighting the mediating role of organizational trust and OR opens up new directions in green human resource management, showing that corporate social responsibility is only truly effective when employees trust and perceive it as part of the organization's identity. In particular, placing the study in the context of hospitality industry in a developing country like Vietnam helps fill an academic gap that has not been exploited yet. The research results have high practical value, providing a scientific basis for administrators to design corporate social responsibility policies more effectively, while contributing to promoting the sustainable development of hospitality industry through raising environmental awareness and behavior from within the organization. In the future, studies should continue to test this model through empirical surveys, expand to other service sectors, as well as consider cultural or personal factors that may moderate the relationship between corporate social responsibility and green behavior. Future studies could expand the data sources, research period, and search keywords to have a more comprehensive view. In conclusion, this study has made an important contribution to a better understanding of the factors influencing employees' green behavior and provides a basis for further research to develop sustainable tourism.

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